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Executive Registry
66-671

UNITED STATES CIVIL SERVICE COMMISSION

WASHINGTON, D.C. 20415

February 11, 1966

IN REPLY PLEASE REFER TO

DD/S 66-0928

YOUR REFERENCE

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FILE Training 6

Colonel Lawrence K. White
Executive Director - Comptroller
Central Intelligence Agency
Washington, D. C. 20011

Dear Colonel White:

The Civil Service Commission, in consultation with the Bureau of the Budget, has developed a three-week Seminar on the Planning, Programming, Budgeting System.

In addition to the Commission's staff, faculty members of the University of Maryland have been engaged to teach subjects such as economics and systems analysis. The same faculty member will handle all sessions in his field and will participate in related workshops and discussions. Experts from other universities, research institutions, and federal agencies will be brought in to conduct individual sessions involving recent developments and specialized information in their respective fields.

In order to present the necessary amount of information in a reasonable time, we have established an intensive learning situation in a residential environment. We have held the class size to 40 participants in order to provide high-quality, intensive training. In order to meet the training requirements in PPBS, the course will be repeated as necessary.

For the guidance of your training officer, I have attached a complete course description and nomination procedure.

Sincerely,

J. Kenneth Mulligan
Director
Office of Career Development

Enclosure

11 66-0928

A PLANNING, PROGRAMMING, BUDGETING SEMINAR

Background:

The President's memorandum to the Cabinet in August and the implementing Bureau of the Budget Bulletin 66-3 established a Planning, Programming, Budgeting System throughout the Executive Branch of the Government. The Presidential requirement for immediate installation of the PPBS has generated a need for the training of a great many people in a short time span. In order to meet this requirement, the U. S. Civil Service Commission with the cooperation of the University of Maryland has prepared a three-week PPBS Seminar.

Purpose:

The course is designed to achieve three essential objectives: It will provide the student with a grasp of the underlying economic base of program budgeting. It will provide a working knowledge of the structure and functioning of the planning, programming, and budgeting system as set forth in the Bureau of the Budget's Bulletin 66-3 with particular emphasis on the long range planning aspects of that system. It will introduce the student to sophisticated quantitative approaches to management planning and control, and improve his ability to communicate intelligently with expert quantitative analysts.

Length:

A three-week residential course, including evenings and two Saturdays until noon.

Dates:

February 28 through March 18
Additional dates will be announced

Site:

Initial courses will be held at the University of Maryland's Center of Adult Education, College Park, Maryland. The Education Center contains 116 guest rooms equipped with comfortable furniture, twin beds, private baths, telephone, television-radio, and independently regulated heating and air-conditioning. Conference rooms, study facilities, lounges, dining room and coffee shop are all located within the center. Students will have access to the University library for research of outside assigned readings if they desire.

Residence Requirements:

It is considered essential that all students live at the training facility. The amount of material covered can only be successfully assimilated if the student is free to devote his total attention to course subject matter. In addition to extensive reading requirements and open-ended seminars, the continuing association of participants with each other and with the resident faculty is a vital part of the learning process. If there are potential nominees who have constraints on their time that make full-time participation impossible at this time, it is recommended that their attendance be deferred until such time as they are able to gain full value from the experience.

Structure and Content:

The three weeks of the course are arranged with a logical and progressive interrelationship designed to lead the participant from a broad view of public finance to a sound understanding of the systems approach to management.

The first week provides the student with an understanding of the underlying philosophy of the PPBS, particularly with the imperative for the projection of agency goals. The student acquires an understanding of the functioning of the system, and an introduction to the fundamental economic concepts involved. He is introduced to the concept of long term financial and program planning, some of the requirements for successful long range planning, and some of the benefits of this management process.

The second week commences with a gaming simulation of economic decision making and provides the student with a fairly detailed look at some of the more significant concepts of economic analysis, along with an introduction to the computational processes involved in contemporary economic analytical techniques.

The third week continues the examination of quantitative problem solving approaches through the primary medium of a series of case study workshops in cost utility analysis. The practical reality of the quantitative approach is crystallized by these controlled projects. This section of the course will develop an appreciation for a quantitative approach to management, instill an awareness of the strengths and weaknesses of quantitative analysis, and strengthen the communication interface between the manager and the analyst.

In all three weeks, the evening hours will be devoted to the rather considerable reading load required. In addition, unstructured evening seminars, in a residential training situation, will permit an open exchange between students and individuals actively involved in planning, programming, and budgeting systems.

Faculty:

A full-time resident staff will be provided by the University of Maryland and the Office of Career Development, U. S. Civil Service Commission. The resident staff will be supplemented by guest lecturers and seminar leaders from Government, academic and consultant organizations experienced in PPBS.

Participants:

This seminar is intended for: (1) those directly involved in the PPBS operations such as programmers and budget people, and (2) those line managers at upper and middle levels who will be using the system as an aid to decision making.

The course is specifically not intended to prepare individuals to perform economic or quantitative analysis. (No economics or mathematics background is required for successful participation.)

Nominating Criteria:

Nominations should be submitted in priority to:

Chester Wright
Office of Career Development
U. S. Civil Service Commission
Washington, D. C. 20415

Nomination-Registration for Training, Optional Form 37, should be submitted for each nominee.

Accepted nominees will receive reporting instructions. The Civil Service Commission will make necessary arrangements for accommodations.

Cost:

\$300 for tuition, books and supplies.

Room (double occupancy*) and three meals a day are available at \$12.50 per day. Payable to the University of Maryland's Center of Adult Education.
*Single occupancy rooms will not normally be available.

Nominations close: February 18 - Training officers will be notified of accepted nominees by phone followed by written confirmation.

Cancellations: Due to the extraordinary need for PPBS training space, cancellations can not be accepted. Agencies will be expected to utilize all training space assignments. Substitutions of qualified participants may be made at any time before February 27.

STATINTL

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Announcing . . .

Register

Critical Issues And Decisions:

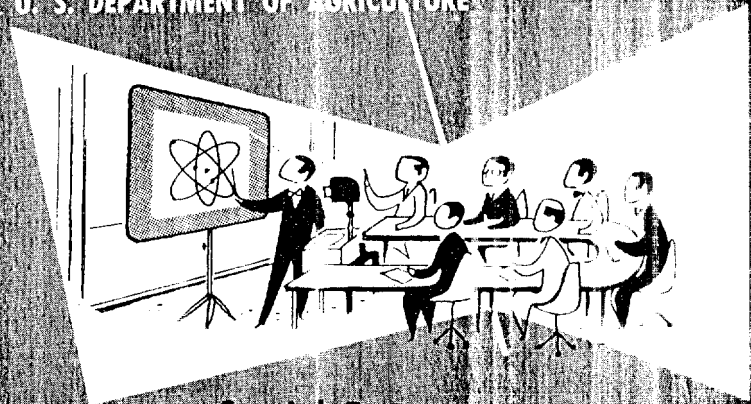
A Seminar For Federal Executives

With . . .

J. Robert Oppenheimer
William F. Benton
Arthur Smithies

Henry Steele Commager
Max Kaplan
Seymour Lipset

SPECIAL PROGRAM DEPARTMENT
GRADUATE SCHOOL, U. S. DEPARTMENT OF AGRICULTURE



**Special Programs
To Meet
Federal Agency Needs**

Course
D6-5

CRITICAL ISSUES AND DECISIONS: A SEMINAR FOR FEDERAL EXECUTIVES

DESCRIPTION:

The wholesale infusion of Program Planning and Budgeting Systems (P.P.B.S.) into the administrative process has pointed up a shortage of administrative talent—the kind of talent required to implement these new concepts and methods. Accordingly, the administration has recently taken renewed interest in the need for managers who are broad-gauged—for managers whose awareness of issues cuts across agency lines and technical specialties, and who have the perspective from which enlightened policies and decisions can be made.

However, many administrators have been too long immersed in somewhat specialized careers. And, as a result of their specialized career success, these officials have been promoted upward until they have ceased doing the very work that accounted for that success. They are now in positions of high administrative responsibility for which their previous experience has not equipped them. What was often seen before as the whole job must now be increasingly seen as only one of many fragments that contribute to the greater whole.

But the executive who remains primarily a specialist carries a fatal handicap in his attempts to correlate the many diverse forces that affect, and are affected by, government action. Such an executive tends to make his specialty the index of those forces rather than the reverse.

This seminar program is offered to help develop the talent and skill that is increasingly needed in high level policy and decision makers. It is as helpful for updating the seasoned executive as for orienting the new one. The seminars are structured to provide an opportunity for the participants to sit in small groups with their counterparts from different agencies. Then, with the assistance of pre-eminent authorities and using current source materials, they attempt to develop the skills, insights, and knowledge required for effective executive performance.

SUBJECTS AND SCHOLARS:

Science and the Federal Government

J. Robert Oppenheimer, Director of the Institute for Advanced Study at Princeton University. Dr. Oppenheimer is known worldwide as a pioneer in nuclear energy and research technology.

History and the Federal Government

Henry Steele Commager, Professor of History at Amherst College and Columbia University. Dr. Commager is widely recognized as one of the world's greatest living historians and as one of the most incisive interpreters of contemporary society.

Education and the Federal Government

William F. Benton, formerly Assistant Secretary of State and U.S. Senator from Connecticut; presently U.S. Ambassador to UNESCO and U.S. member of its Executive Board; and publisher and board chairman, Encyclopedia Britannica. Mr. Benton has also made five extensive visits to the U.S.S.R. in the last nine years to study their system of education.

The Arts and the Federal Government

Max Kaplan, Academic Dean of Bennett College. Dr. Kaplan is a leading writer and spokesman on leisure and the arts. He is a UNESCO Commissioner and consultant on leisure and mass culture; he is also a consultant to the Lincoln Center for the Performing Arts, to the Columbia University Arts Center, and to others.

Program Budgeting and the Federal Government

Arthur Smithies, Professor of Economics at Harvard University; consultant to the Rand Corporation and co-author of that organization's authoritative study on Program Budgeting (P.P.B.S.) in the Federal Government. Dr. Smithies is a national authority in this field.

Constitutionalism and the Federal Government

Seymour Lipset, Director of the Institute of International Studies and Visiting Professor of Government and Sociology at Harvard University. Dr. Lipset has long been an authority on extremism in American Society and on social and political development in developing nations.

OBJECTIVES:

1. To stimulate a more critical evaluation of the problems which confront government.
2. To develop more incisive and analytical techniques in policy and decision making.
3. To cultivate a broader base of knowledge, experience, and understanding from which managers can formulate policies and decisions.
4. To stimulate a systematic program of continuing self-development.

SCHEDULE:

With the exceptions of March 29 and May 11, 1966, all seminar sessions will meet for a period of two hours on the days scheduled. On March 29 and May 11, the sessions will meet from 9:30 a.m. to 4:30 p.m. All seminars will be held at the Department of Agriculture.

Seminar 20
(10:00 a.m.-12:00 noon)

Seminar 21
(1:30-3:30 p.m.)

March 29;
April 5, 6, 12, 15,
19, 20, 26, and 27;
May 3, 4, 10, and 11

Nominations due: March 15, 1966

QUALIFICATIONS:

Participation is limited to Federal executives of the GS-14 (or equivalent) level or above, and a few promising potential executives below that level. Seminar groups are limited to 25.

TUITION:

Cost per person is \$235.00 for tuition and all materials. A purchase order or billing instructions should accompany each nomination. Nominations may be made by using the attached form.

WITHDRAWAL POLICY:

Formal cancellations may be made up to one week before the start of the course. After that date, the entire course fee is payable. Substitutions will be made at the discretion of the school.

For further information contact Mr. Jerold Nelson Willmore, Seminar Director, DU 8-6693

SPECIAL PROGRAM DEPARTMENT

I. Name: _____
(As Nominee Would Like It To Appear On Roster)
Nickname: _____ Age: _____ GS (or equivalent): _____
(Name Card)
Position Title: _____
Department or Agency: _____
Office Mailing Address: _____
Home Address: _____
Office Telephone (Code and Ext.): _____ (Direct Dial): _____
Home Telephone: _____

II. Course for which nominated: **CRITICAL ISSUES AND DECISIONS: A SEMINAR FOR FEDERAL EXECUTIVES.**
First seminar choice _____ Second seminar choice _____

III. Job responsibilities and reasons why you would like this employee to receive this training:_____

IV. Circle highest school grade completed: 8, 9, 10, 11, 12
College: 13, 14, 15, 16

List any college degrees: _____

V. List any related courses, seminars, or programs, previously completed:

VI. Person to be notified concerning acceptance of this nomination:

Name: _____ Title: _____

Office Address: _____

Office Telephone (Code and Ext.): _____ (Direct Dial): _____

(Signature and title of official
authorizing nomination)

* Your letterhead may be used in supplying the above information.